

Lessons from the Storm: “Crisis and Collaboration”

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Faculty

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Objectives

- Describe the leadership skill set most useful in a major crisis.
- Identify the benefits of practical information sharing and use of data before and after a major crisis.
- Identify people and groups within a region or national scene that are most effective at managing resources and information and serving clients.

Objectives

- Describe the major types of communication that fail and succeed within an interagency and provider network during a crisis.
- Identify future critical roles for public health practice in a major crisis.
- Identify several post-crisis factors that affect the health of citizens within and surrounding an impacted area, with an emphasis on mental health implications.

Impact of Katrina Included:

- 1,836 people killed, 1,577 from LA
- 705 people still missing May, 2006
- Multiple breaches in the levees
- 80% of New Orleans was flooded
- 300,000 homes and apartments destroyed

Impact of Katrina Included:

- Population impact: 462,269 to 200,000
- 150 billion dollar economic impact
- 80 thousand businesses destroyed
- 240 thousand unemployed
- 4,000 calls to Louisiana Governor's office in 4 days

Crisis as Context

"As weather shapes mountains, so problems make leaders."

Warren Bennis

- Adversity and failure are laboratories for learning.

**Objective 1:
Describe the leadership skill set most useful in a major crisis.**

Leadership Skills

- Communication
- Value of team work
- Visibility

National Center for Missing and Exploited Children NCMEC

- The NCMEC website handles one million hits per day.
- That number grew to 20 million per day during the Katrina effort and stayed at that level for weeks.

National Center for Missing and Exploited Children NCMEC

- 32,716 calls were handled by the Katrina Missing Persons Hotline, with 4,909 reports of children missing or dislocated as a result of Hurricane Katrina and 102 children missing as a result of Hurricane Rita (5,011 total).
- NCMEC was able to identify and reunite every unaccompanied child in the shelters.

**Objective 2:
Identify the benefits of practical information sharing and use of data before and after a major crisis.**

Benefits: Information Sharing and Use of Data

- Internal command center
- Shared data bases, public and private
- 211
- Remove legal barriers – Example: child abuse in shelters
- External – media good and bad
- IRC
- BRAF
- Red Cross and FEMA

Above All Else - Communication

- ... pediatricians, child-focused organizations in region, others were reminded that knowing who to call and how to get hold of them is not a luxury but a necessity.
- The lack of communication and mutual support between disaster-planning agencies and hospitals.

Caring for the Children of Public Health Caretakers During a Disaster

- Essential personnel must have a safe place for their children or they cannot come to work.
- Initiate formal meeting to include in disaster plan an emergency child care center for employees.

**Objective 3:
Identify people and groups within a region or national scene that are most effective at managing resources and information and serving clients.**

Most Effective at Managing Resources, Information, and Serving Clients

- First responders, officials and citizens
- Churches and not for profits (BRAFF)
- IMPERT - Texas
- 211, United Way Network
- Private hospitals, Woman's B R and Children's NO
- IRC
- Coast Guard
- UN – OCHA – Integrated Regional Information Networks (IRIN)
- Red Cross

Lessons Learned

- State, local government, health care, community-based agencies should develop lists of qualified individuals who will be available to help in case of an emergency.
- Lists should include clinicians who specialize in disaster and trauma.
- Professionals familiar with community resources, and those who are able to provide short-term treatment and recognize long-term needs in children.

**Objective 4:
Describe the major types
of communication that
fail and succeed
within an interagency and
provider network
during a crisis.**

Communications Failed

- Cell phones – Did not work, few were prepared for this failure.
- Cell towers down
- Satellite phones – generally yes
- E-mail – no
- Text messaging – generally yes

Louisiana Lessons Learned

- Interoperability centers – improved, now have mobile towers for communication
- Post Katrina – emergency response fund \$150 million – political realities
- Communication bigger issue than "command"

Louisiana Lessons Learned

- Media – superdome stories "dead bodies, rape, violence" - looting vs. babies saved
- 1.3 million were evacuated safely
- Challenge of political jurisdiction – federal - state - local

Lessons Learned and Future Actions Planned - Communication

- External: Evaluate the use of satellite phones
- Internal: SpectraLink phones, assigned by function, not by person
- Command Center: Establish a command center for preparing a list of functions and scheduling

Communication – Lessons Learned

- Update staff phone lists with emergency, and "big" emergency contacts
- Phone list of other important contacts
- Alternate plan of communication – Call in number at a distant location – Yahoo group, website, etc.
- Conference call capability for dispersed staff

**Objective 5:
Identify future critical roles
for public health practice
in a major crisis.**

Children and Families

- Even months after Katrina there was still not availability of emergency Medicaid - remains a problem for children and families
- Mental Health Services have been inadequate for the needs

Protecting Public Health Data

- Client level-backed up daily
- Store back ups at secure location
- Less paper records, use electronic records
- Identify records you'll need without access to your office (i.e. contracts, invoices, files)
- Is data safe if someone has access to your office and your computers?

**Objective 6:
Identify several post-crisis
factors that affect the health
of citizens within and
surrounding an impacted
area – emphasis on
mental health implications.**

Public Concerns

- Is the water safe to drink in our community?
- Is the air safe to breathe in our community?
- Will mold in my home negatively impact my health?
- Where in our community can we get childhood immunization shots, family planning, TB testing, HIV testing, Women, Infants, Children (WIC vouchers)?

Public Concerns

- What precautions should be taken when returning to clean up a flood damaged home?
- Where in our community can I obtain vital records such as birth certificates, marriage licenses and death certificates?

Post Crisis Factors That Effect Health of Citizens

- **Mental health screening and access**
 - Incidence of serious mental illness doubled in strike zone
 - Medical records / critical data depository
- **Patient and crisis management information must be organized before any disaster and be in place when needed – electronically or at least in paper form.**

Five Positive Lessons Learned

- **Red Cross – “Access to Care”**
 - Program allows survivors of hurricanes Katrina, Rita and Wilma to receive outpatient mental health and substance-abuse treatment from licensed professionals across the nation.
 - Survivors can enroll at www.a2care.org or (866) 794-4673
 - Benefits based on pre-disaster address

"Some children who evacuated and returned now do not want to go back to the place to which they were evacuated, because they fear another hurricane will strike.

It just confirms that we are truly concrete thinkers until about the age of seven".

Mitchell Gruich, Jr.
Pediatrics Journal

Lessons Learned

- There should be several people in each state capable of serving as the overall coordinator in a crisis
- A regional plan that determines which coordinator is in charge should be established during crisis planning

Lessons Learned

- During a disaster, daily calls to participating center to assess census and capabilities should be made
- These calls should originate from the overall coordinator

Lessons Learned

- Alternative communications, satellite phones, HEAR radio, NORAC system must be in place.
- This type of disaster planning should not be left to elected officials to do alone.
- Dissemination of information during a disaster for the news media as well as family members and governmental officials is important.

Lessons Learned

*"Accurate information
is paramount
to dispelling rumors
during a crisis".*

Steven B. Spedale
Chief of Neonatology
Women's Hospital BR

The Children of Katrina/Rita

Dr. Gershanik
bagging a very low
birth weight infant
on a helicopter.



Taking an isolate up
to the landing pad.

Develop a "Disaster Plan"

- Do it by committee
- Include key staff
- Set time lines: when action to take place
- Think it through in terms of an emergency that you have notice of and one that you have no warning

Objective 1:

**Describe the leadership
skill set most useful in
a major crisis.**

Leadership Skills Most Useful in a Major Crisis

- Promoting some degree of control
- Promoting calm, empowerment and normalcy
- Providing ready access to basic human needs
- Treating individuals with respect and dignity

Measures of Success: In Collaborative Leadership

- Communication
- Assessment
- Conflict management
- Development of trust
- Decision-making
- Addressing safety concerns

Leadership Issues

- Be ready to make decisions in the absence of leadership.
- Identify back up chain of command.
- Have all staff identify critical functions and empower them to take action.

Leadership Issues

- Prepare for staff being reassigned or assigned to tasks that they may not like.
- Request a single point of contact from Federal Government and other funders.

Too Late

"The history of failure can almost be summed up in two words: Too Late. Too late in realizing mortal danger. Too late in preparedness. Too late uniting all possible forces for resistance. Too late in standing with one's friends".

General Douglas MacArthur

MacArthur's Leadership Principles

- Unify command – establish a clear chain of command
- Be a role model – actions more than words communicate values
- Visibility matters – presence enhances morale and accountability
- Refuse to hide – shows confidence in the team/staff

MacArthur's Principles of Management

- Develop management depth – an efficient and sufficient corps of officers means the difference between victory and defeat.
- Manage people positively – the more closely people worked with MacArthur, the more they admired and respected him.

MacArthur's Principles of Management

- Invest in training – leaders often treat training as an ancillary activity:
MacArthur was relentless in pursuit of training.

Leadership In Crisis Katrina Lessons

- Analytical
 - Data - sharing via internet
 - Technology-communication
 - Rapid analysis
 - Resource allocation priorities

Leadership In Crisis Katrina Lessons

- Future/Conceptual
 - Post-trauma issues: 3-5 years
 - Lessons learned
 - New systems
 - New resources

Leadership In Crisis Katrina Lessons

- Structural
 - Protocols
 - Chain of command
 - Stability/basics food and shelter
 - Supply and support
 - Infrastructure/safety

Leadership In Crisis Katrina Lessons

- Social
 - Trained and prepared
 - Diversity honored empathy
 - Family of caregivers taken care of
 - Families intact – sites
 - Communication

Best Practices Personal Observation

- Neonatology - 125 children from three hospitals were all rescued and lived
- 5,192 missing, dislocated children were reunited with families NCMEC
- Coast Guard no rules, innovation, saved lives

Best Practices Personal Observation

- New Louisiana state data sharing, the W3 <http://w3.recoverycorps.org>, and state-wide information portal www.LouisianaRebuilds.info changed way non-profits, 211 system gathers and makes data available
- Evacuation - 1.3 million evacuated safely

“Still Here”

*"I've been scarred and
battered. My hopes the
wind done scattered. Snow
has friz me, sun has baked
me. Looks like between 'em
they done tried to make
me . . . stop laughin, stop
lovin, stop livin . . . but I
don't care . . . I'm still here."*



Langston Hughes